

# Southend-on-Sea Borough Council

**Report of the Chief Executive & Town Clerk**

**To  
Cabinet**

**on  
22 January 2013**

Report prepared by Robert Tinlin, Chief Executive

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## **REVIEW OF SENIOR MANAGEMENT ARRANGEMENTS**

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**Portfolio Holder : Councillor Holdcroft  
Economic & Environment Scrutiny Committee**

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**A part 1 Public Agenda Item**

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- 1. Purpose of the report**
  - 1.1 To propose revisions to the senior management structure to reflect the reduction in staff numbers, continuing budget pressures, the transfer of public health to local government, and best practice elsewhere.
  
- 2. Recommendations**
  - 2.1 That the revisions to the senior management structure set out in this paper be agreed, reducing the overall senior management number to 16 (excluding public health).
  - 2.2 That the senior management structure consist of the Chief Executive, three corporate directors and twelve heads of service.
  - 2.3 That the Public Health function, when it is transferred to the Council, reports to the Chief Executive and comprises the Director of Public Health, one head of service and associated staff.
  - 2.4 That the detailed allocation of functions and implementation of other arrangements is delegated to the Chief Executive, in consultation with the Leader of the Council, subject to no substantive adverse response to consultations.
  - 2.5 That appropriate amendments be made to the Constitution to reflect the new senior management structure once implemented and also to redesignate the three scrutiny committees as People Scrutiny Committee (including health), Place Scrutiny Committee and Corporate Scrutiny Committee.

### 3. Background

#### 3.1 The Current Senior Management Structure

The current senior management structure was approved and put into place in 2006. When approved the structure consisted of 20 officers – the chief executive, four corporate directors and fifteen heads of service, together with a joint appointment with the PCT for the Director of Public Health. This structure replaced one comprising the chief executive, six directors and 17 assistant directors.

In 2006 this senior management structure was one of the slimmest in English unitary councils and has remained so since. The structure has been slimmed since 2006, firstly in 2008 with the deletion of the post of Head of Revenues and its services absorbed within the post of Head of Finance & Resources. The structure was reduced again in 2012 with the deletion of the post of Head of Policy and Performance and the functions transferred to other heads of service. Details of the existing management structure are shown in **Appendix 1**.

The senior management arrangements have operated effectively, delivering consistent improvements in service. Whilst each of the corporate directors leads a group of linked services each also contributes to the management and delivery of corporate activities. Heads of service are also expected to make similar contributions.

The current structure comprises three outward facing service based departments and one department which delivers both customer facing services and corporate support for the whole operation.

In line with other upper tier councils, the director roles are corporate, leading a range of services, and not tied to specific disciplines. The statutory roles of monitoring officer and chief finance officer are specified at head of service level and have direct reporting lines to the chief executive as head of paid service. The membership of the chief executive's Corporate Management Team comprises the chief executive, the four corporate directors, Head of Legal & Democratic Services (the monitoring officer), Head of Finance & Resources (the chief finance officer), the Head of HR & Communications, and the Director of Public Health.

The chief executive has, over the years, monitored the scale and capacity of the senior management structure to ensure that it is capable of delivering the appropriate management and leadership for the organisation in line with service pressures, outside advice and requirements and the need to address and deliver against corporate pressures such as current financial contractions.

At an establishment of 18 (plus public health) the current senior management capacity remains at a very competitive size in comparison with other English unitary and metropolitan councils. Amongst the six unitary councils in the East of England, the Southend senior management complement is currently the smallest. The remuneration levels for Southend Corporate Directors and Chief Executive are also the most competitive of the six. As with Southend other councils are also regularly monitoring senior management arrangements to ensure that they remain both lean and fit for purpose. Amongst the Cipfa "statistical family" Southend's senior management arrangement is also competitive, currently and as proposed. Following the deletion of the post of head of policy & performance as part of the 2012 budget, the chief executive has reviewed current arrangements and

trends and practices elsewhere. Two of the senior posts are deliberately filled on a temporary basis to allow some capacity for cost effective review and adjustment.

This paper, and its recommendations, is brought forward in recognition of the reduction in overall staff numbers since the 2010 Comprehensive Spending Review, the continuing pressures and the need to make savings. These recommendations reflect increasingly common practice in other upper tier councils. These recommendations are tempered by the need to maintain both clear specialist leadership and also overall management capacity to adequately identify and deliver the increasingly demanding and time consuming corporate fiscal and service challenges. If approved and delivered the senior management structure will, again, be one of the leanest in English upper tier local government.

### **3.2 The proposed revised structure**

It is proposed that the current post of Corporate Director of Children and Learning is not refilled on a like for like basis and that this permits a revision and reduction in senior management. It is proposed that a new post of Corporate Director for People be created, leading a new department created by the merger of the core of the departments of Children & Learning and Adult & Community Services.

Given the significant challenges currently being experienced, particularly driven by funding reductions, and the known continuing funding and service challenges to be faced over the next four years as a minimum these recommendations are designed to minimise structural and operation disruption which would be caused by wholesale redesign (and which is not proposed as necessary in any case) and also to maintain sufficient senior corporate capacity to lead and drive and manage the changes and savings without undue risk to services.

It is proposed to reduce senior management capacity by a further two posts. This reduction, when linked to the post deleted earlier in 2012, reflects proportionately the reductions in staffing across the council.

The proposed structure is shown in **Appendix 2** and will comprise:

1. Chief Executive & Town Clerk
2. Corporate Director for People (comprising the statutory roles of director of children's service and director of adult social services)

This post will be supported by:

Head of Children's Services  
Head of Adult Services  
Head of Learning (bringing together all child and adult education)  
Head of Commissioning, Procurement & Housing (including client lead for housing)

3. Corporate Director for Place

This post will be supported by:

Head of Planning & Transport  
Head of Public Protection  
Head of Economy, Regeneration & Tourism  
Head of Culture

#### 4. Corporate Director for Central Services

This post will be supported by:

Head of People & Policy  
Head of Legal & Democratic Services (Monitoring Officer)  
Head of Finance & Resources (Chief Financial Officer)  
Head of Customer Services

The Public Health function transfers to the Council in April 2013. Relevant staff will transfer to the Council under TUPE regulations; this will include the existing Director of Public Health (DPH) for SE Essex and who spends the majority of her time on Southend activities. It is proposed that the DPH reports directly to the Chief Executive with her Deputy being redefined as a head of service. Once transferred and successfully embedded (and redesigned depending upon finances) it is proposed that the method of operation be reviewed to determine best fit against operations and Council priorities. On a voluntary basis the director is currently shared with Thurrock Council to provide its statutory role. Thurrock would like this arrangement to continue and discussions are currently underway to maintain this shared arrangement, at least for the next year.

The proposed revised structure is designed to ensure that, particularly in the People Directorate, there is sufficient capacity to span the range of responsibilities and take account of the outcome of the Munro review of children's services. The proposal also recognises the views expressed by Members following the review of South Essex Homes. These proposals move the Head of Culture and his staff to the renamed Department for Place and relate more closely with other events and economic activities.

There will be some adjustments to responsibilities across the heads of service to reflect efficiencies and it is proposed, in line with past practice, to delegate these adjustments to the Chief Executive, in consultation with the Leader of the Council. There is sufficient spare capacity, currently filled by temporary staff, amongst management support posts to help avoid any negative impact on existing permanent support staff.

A risk assessment has been carried out in connection with the proposed revised management structure, as set out in 6.8 below. In addition, a more detailed risk assurance process has been undertaken in respect of the proposal to combine the statutory roles of director of children's services and director of adult social services, as set out in **Appendix 3**.

It is proposed that this revised structure be reviewed within two years of its operation to ensure that it is effective, has sufficient capacity and is fit for purpose at that time and going forward.

It is important to note that there is no intention in this paper to change current arrangements for there to be a lead Cabinet member for Children's Services and a lead Cabinet Member for Adult Social Services.

### **3.3 Rationale**

The fundamental rationale for these recommendations is to acknowledge and reflect the continuing pressure on budgets and staffing numbers, to recognise the reduction in overall staff numbers over the budgets of 2011-12, 2012-13 and the forthcoming budget for 2013-14, and to provide the best services possible.

A fundamental principle underpinning this structure is the need to sustain sufficient senior management capacity to not only lead and manage the range of Council services, but also to ensure that the range of corporate activity can be adequately addressed. This corporate activity includes identifying, quantifying and delivering the necessary budget and service slimming, exploring opportunities for new funding sources and responding to Government initiatives and pressures.

It is not recommended that the senior management capacity is reduced further than set out in this paper to avoid unnecessary risk to the capacity and ability to properly lead the organisation's workforce and to identify and manage the financial and service pressures which are known and predicted over the coming years.

The amalgamation of the roles of directors of children's and adult social services is one which, over the past two years, has become increasingly the norm for unitary and metropolitan councils, allowing the synergy between social service approaches and commissioning to be realised. In order to ensure that there is sufficient capacity to deliver continuing sound services the proposal is for four heads of service below the new corporate director.

The reduction in the number of heads of service covering children's services from three to two, plus a shared head of service post on commissioning, reflects changes in the role given to councils by Government for the administration of education together with reductions in the available budgets for capital works. The proposal is to consolidate all educational responsibilities in one head of service, covering child and adult education. This reflects the increasing move to academies, the direct schools budget, the consolidated role for councils in school improvement, the limited available capital budgets and the role of the governing body for the adult community college. The proposal retains the post of head of service which will focus on adult social services together with the shared post for commissioning which reflects the opportunity to consolidate all commissioning and procurement, for adult and children's social services, and for corporate activity in one place, allowing greater synergy and consistency. This latter post will also link a focus on commissioning with the recent discussions within the Council about the relationship between the Council and its directly owned delivery vehicle, South Essex Homes plus the continuing role addressing strategic housing issues. Having responsibility for adults and children within one team will allow for enhanced consideration of family issues and the challenges of transition between childhood, youth and adulthood.

With the increased and focussed responsibilities of the new Director of People there is the opportunity to create stronger management links between the cultural services, of libraries, museums and sports, with the tourism services which include events and the pier and foreshore. These proposals continue a clear focus on support for the local economy (including tourism) and regeneration and the links with planning and the regulatory services.

The corporate services which support the remainder of the organisation, and which achieve cost effectiveness by being delivered corporately, remain under one corporate director together with those customer facing services which also support the remainder of the council, such as the

customer service centre (incorporating both personal visitors and telephony) and registration service.

Public Health transfers to the Council in April 2013. This is a relatively small team but with an important and statutory role, and a role which links into the services and responsibilities of a wide range of other council services and activities. At present the focus is on transition and the determination of the actual budget to be transferred, together with the identification of links to existing council services. These proposals see the Director of Public Health reporting directly to the Chief Executive in the first instance. The most appropriate way in which to integrate public health into local government is the subject of considerable analysis and debate across English local government and this paper proposes that a more definitive decision is taken once the service is transferred and best practice is identified.

The Chief Executive will continue to provide the overall lead for the organisation's staff, maintaining the required reporting links with the main statutory roles of Monitoring Officer, Chief Financial Officer, and the Directors of Adults, Children and Public Health through both his corporate management team, direct links and regular liaison.

#### **4. Other options**

The Chief Executive has reviewed options to allow a safe reduction in senior management capacity. There are other configurations which may be possible but the Chief Executive has determined those recommended to be the most appropriate at present, particularly to achieve greater synergy between adult and children operations and to avoid potential organisational disruption and avoidable cost. Given that the current structure is comparatively lean and economic an option is for no significant change. However, given the budget and staffing reductions resulting from the national financial circumstances, it is unrealistic to go forward without any review of senior management structures.

#### **5. Reasons for the Recommendations**

The recommendations in this report are put forward to allow safe and considered revisions to the senior management arrangements within the Council, reflecting the impact of budget and resource pressures over recent times, the anticipated continuing pressures over coming years, and to maintain adequate senior management and leadership capacity to cope with necessary decisions for the future.

#### **6. Corporate Implications**

##### **6.1 Contribution to Council Vision and Priorities**

The proposals contained within this report are brought forward in order to address financial challenges whilst sustaining the capacity and leadership to maintain the Council's position of excellence in service planning and provision.

##### **6.2 Financial Implications**

Subject to consultation and the recruitment process for the post of Head of Adult Services, these proposals will contribute a full year continuing revenue saving from the substantive budget of approximately £250,000 per year. This approach also avoids the need for any significant payments of redundancy and pension strain costs.

### **6.3 Legal Implications**

The posts of Director of Children's Services and Director of Adult Social Services are statutory. However, additional functions can be added to individuals performing these roles, as is currently the case. Also, it is possible to appoint a single director (reporting to the Chief Executive) with responsibility for both children's services and adult social services, provided that the council first undertakes a local test of assurance to ensure that both roles can be fulfilled. Such an assurance assessment has been undertaken and forms **Appendix 3** to this report.

The transfer of public health from the NHS to local government are governed by TUPE regulations and other specific transfer arrangements.

The proposals, if adopted, will require appropriate adjustments to the Council's Constitution as will the introduction of public health, the latter relating to duties, delegated functions, and recognition of statutory senior officers.

### **6.4 Staffing implications**

These proposals are designed to avoid unnecessary disruption and cost. Many of the job profiles will remain unchanged or will require limited revision. The vacancy at Corporate Director of Children & Learning allows for slotting across the remaining corporate directors. Similarly, existing heads of service will slot into the revised structure. It is assumed that the officer currently acting up as interim Head of Specialist Children's Services will resume her substantive post and thereby reduce the number of posts currently filled on a temporary basis within that part of the department. It is also proposed that the post of Head of Adult Services currently filled on a temporary basis, will now be replaced by the revised post of Head of Adult Services and filled on a permanent basis. The current vacancy for a Head of Planning & Transport is in the process of being filled on a permanent basis. There may be the need for minor adjustments to remuneration positions to reflect adjusted responsibilities. The Chief Executive will continue to monitor and address senior management requirements, including any need for succession planning for the future. There are posts amongst the directorate support staff which are currently filled on a temporary basis and this will help avoid negative impact upon permanently employed support staff.

### **6.5 Property Implications**

There are no property implications as a result of this paper.

### **6.6 Consultations**

Consultations and advice have been sought and obtained from the Local Government Association, at regional and national level, and with the Council's external auditors in considering the most appropriate options to put to the Cabinet and Council regarding its senior management arrangements.

### **6.7 Equality & Diversity Implications**

The current senior management structure consists of 19 officers, including the Director of Public Health. Four posts are filled on an acting-up or interim basis. Of the current complement 10 are female and 9 are male. Ethnicity and age profile approximately reflect that for the organisation whilst there are no declared variances in terms of religion, disability or sexual orientation. The proposed arrangements will comprise equal complements of male and female officers with two posts to be determined. There will be no change in other areas of equality and diversity.

## **6.8 Risk Assessment**

There are risks associated with these proposals. These have been outlined in the report. Also, a detailed test of local assurance has been carried out into the combining of the roles of director of children's services and director of adult social services and this forms **Appendix 3** to this report.

The proposals are designed to deliver a safe reduction in senior management numbers and costs recognising the pressures facing the Council.

Any reduction in senior management capacity has particular challenges, not least in sustaining sufficient capacity to provide management and leadership both across the service areas and for the body corporate. The scale and nature of the council, as an all-purpose authority, makes it a complex organisation to manage and sufficient senior capacity is essential. Additionally, given the proposed merging of the roles of director for children and for adults, there is a need arising from the outcome of the Munro Report to address any associated risk.

The current senior management group is established and competent and the proposals are designed to minimise disruption across this group as much as possible whilst acknowledging the need for future succession planning if necessary. A small number of posts have been filled on an interim basis which allows this proposed change with minimum disruption.

The proposals allow for the Chief Executive & Town Clerk to maintain his overview and leadership of the senior management and staff complement, provide untrammelled advice to Council and represent the council and town.

The merger of the directorates for adults and for children will allow for greater synergy and consistency in the procurement and commissioning of services for adults, children and for those requiring support and transitioning from childhood to adulthood. The council currently has recognised strength in both adult and children's services and the proposals are designed to ensure clear and dedicated senior lead officers and staff divisions specifically addressing children's social needs, adult social needs, education, and commissioning (including the client side for council housing services). The proposals also ensure that existing senior staff continue to act to their strengths whilst also consolidating and ensuring permanent filling of key social services posts. The corporate director currently covering adult services has experience in children, adult and health services.

Relationships and perceptions are critical. The council has good working relationships with its statutory and other partners and these need to be sustained. This will be a key focus for the new Director for People and the Chief Executive will also prioritise his time to ensure that existing relationships are sustained. Particular focus will be placed on the Health & Well Being Board (where the current Corporate Director of Adult & Community Services is the officer lead), the children's partnership, the Local Children's Safeguarding Board and liaison with headteachers and schools.



Public Health will initially report directly to the Chief Executive allowing it to transfer to local government with clear direction and without disruption to other parts of the Council and whilst the role of public health is embedded in the council and its priorities are determined, particularly alongside finance transfers and the relationship with the national health service.

#### **6.9 Value for Money**

The current senior management arrangement is one of the leanest and cost effective amongst comparative unitary council. This proposals will make the senior management structure one of the leanest amongst all-purpose councils in the country. The proposals will reflect reductions across other staff groups in the council and will deliver ongoing full year savings of around £250,000 per year without redundancy or pension costs.

#### **6.10 Community Safety Impact**

There are no implications for community safety.

#### **6.11 Environmental Impact**

There are no environmental implications arising from this paper.

#### **6.12 Implementation**

It is proposed that, if agreed, this revised structure is the subject of consultation amongst senior management, Members and staff with the implementation delegated to the Chief Executive, in consultation with the Leader of the Council, unless there is significant opposition.

### **7. Background papers**

There are no background papers for this report.

### **8. Appendices**

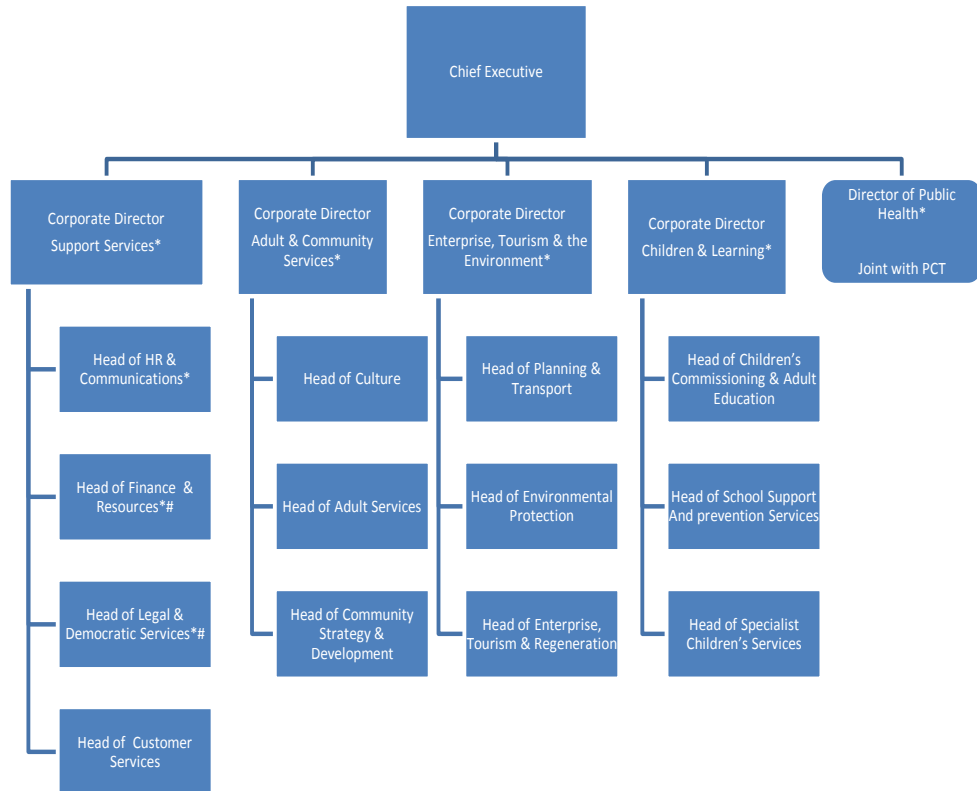
Appendix 1 : Existing management structure

Appendix 2 : Proposed management structure

Appendix 3 : Risk assessment

# Appendix 1

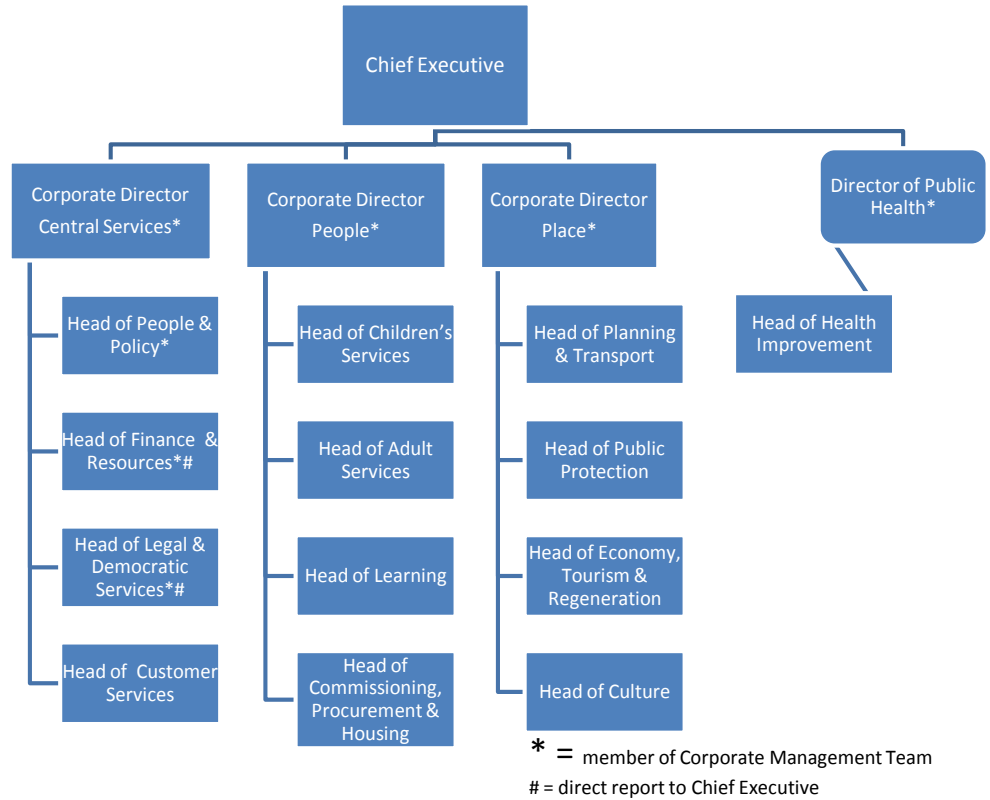
## Current Senior Management Structure 2012



\* = member of Corporate Management Team  
# = direct report to Chief Executive

## Appendix 2

### Proposed Senior Management Structure 2013



## **APPENDIX 3**

### **SOUTHEND-ON-SEA BOROUGH COUNCIL**

#### **PROPOSED REVISIONS TO SENIOR MANAGEMENT ARRANGEMENTS, INVOLVING THE COMBINING OF THE STATUTORY ROLES OF DIRECTOR OF CHILDREN'S SERVICES AND DIRECTOR OF ADULT SOCIAL SERVICES**

##### **LOCAL TEST OF ASSURANCE**

##### **REPORT BY THE CHIEF EXECUTIVE & TOWN CLERK**

### **1. Purpose of the paper**

To review the risks, benefits and mitigations, as necessary, in the combining of the statutory roles of director of children's services and director of adult social services, taking into account the statutory guidance issued by the Department of Education in 2012.

### **2. The Proposal**

In the context of continuing significant contraction of resources within the council and local government in general, Government imposed changes to the council's educational functions, council debate on the future delivery of its housing function, and the need to achieve synergy in procurement and commissioning, it is proposed to merge the departments for children & learning and adult & community services under a single director.

### **3. History & practice elsewhere in English local government**

Prior to The Children Act 2004, Local Authorities' responsibilities for safeguarding children and adults were vested in the statutory Director of Social Services. The post-holders were often also responsible for other services and/or strategic responsibilities. The Children Act 2004 created 'a single line of accountability' for children's services, integrating education and children's social care into the role of Director of Children Services (DCS) and Lead Member for Children Services (LMSC), separating the role from the Director of Adult Social Services (DASS). The roles were designed to bring partners together, particularly to ensure the full integration of children's services and to ensure focus on vulnerable children was maintained. Subsequent to that legislation both roles have been designated as statutory roles albeit that they can be held by a single person. In line with other "upper tier" authorities this council created separate director of children's services (DCS) and director of adult social services (DASS) in 2004.

Over recent years approximately 40% of Local Authorities (primarily unitary, metropolitan, and London boroughs) have reviewed their arrangements and have combined the roles of DCS and DASS, some with additional responsibilities. In most cases this has been seen as strengthening the social care offer as it results in an enhanced ability to work with families in a more holistic way, and

particularly in managing the transition for children in care as they become adults. Similarly, both roles have significant overlap in the agencies and partners they work with and with the agencies from which support services are commissioned. Such merging does increase the breadth of the joint role meaning that care is needed in structure, operating and partnership arrangements in order to minimise risk. Two guidance papers from Government, in 2009 and 2012, accept the potential for combining the roles, and indeed for them to be combined with other responsibilities, provided the focus on outcomes for children and young people and their safeguarding is protected. Both guidance notes also seek the protection of the role of Lead Member for Children's Services. By inference the same applies for adult safeguarding, outcomes, and lead Member. In its response to the Munro Report the Government specifically allowed for combined posts such as the one proposed.

#### **4. Background**

This report is set in the context of the unprecedented financial pressures facing the Council and the country in general. It is widely accepted that the organisation has a lean corporate and departmental structure compared with many local authorities. As previously reported, amendments to the senior management structure have taken place in 2006, 2009 and 2012 with consequent adjustment to responsibilities and financial savings. However, the Council still faces significant budget pressures over the next three to four years as the national and global economies continue to experience significant difficulties and poor growth. The Council needs to find savings of (approximately) £21 million over the next two years and potentially greater amounts in the years beyond. Consequently the Chief Executive has given consideration to redesign and realign the overall corporate departmental structure within this wider policy/finance realignment context whilst recognising the existing leanness of the team and the need for sufficient and safe continuing senior management capacity. The new structure is designed to realise the changes in operating processes and working relationships as well as achieve the budget savings required in 2013-14 and beyond.

In expectation of review two senior posts have been filled on a temporary basis to allow some adjustments to structures.

Whilst these proposals were in the process of construction the resignation of the current interim Corporate Director of Children & Learning acts as a catalyst. It must be recognised that there is, inevitably, some disruption and speculation whenever a senior officer, particularly a director, leaves and this should not distract from the need to get the best arrangements in place. Adjustments now will minimise the inevitable distractions and deliver structural contraction with minimum cost.

#### **5. Benefits arising from the proposals**

- A leaner and more cost effective senior management structure
- A single, clear, role as champion for people in Southend
- Greater Co-ordination and efficiency in commissioning and procurement of services and support across the services
- Greater consistency of approach to safeguarding for all vulnerable people in Southend
- Greater co-ordination and efficiency in working with partners and other agencies
- Improved transition arrangements between children's and adult services
- Greater co-ordination and efficiency in common, and challenging, service areas such as drugs, alcohol and mental health

- Reduced duplication in joint working such as with health services, the Health & Well Being Board, and safeguarding arrangements.
- Ability to provide a single approach to health and inequality.

## **6. Risks**

- The need to ensure sufficient capacity to manage the range and scale of service issues.
- The wider scope and responsibilities of the merged roles.
- Succession planning to ensure that there are sufficient experienced managers and leaders within the service and ensuring continuity over time.
- Discontinuity during the transition period.
- Sustaining good communications, effective relationships, and sound partnership working from both services into the new combined arrangement.
- Avoiding distraction from core children and adult needs by other activities and functions.
- Maintaining a clarity in the role for education and sound working relationships with schools and colleges.

## **7. Mitigation**

- It is proposed that the Corporate Director of Adult & Community Services also acts as interim Corporate Director of Children & Learning from the departure of the existing director to her new job and until the new structure is implemented. This will ensure continued senior experienced leadership.
- The existing substantive heads of service within the existing two departments will slot into new posts in the proposed structure ensuring consistency, continuity, and reassurance for staff and partners
- The Chief Executive and new Corporate Director of People (designate) will jointly liaise with staff in the existing two departments, schools, partners and key bodies such as the Local Child and Adult Safeguarding Boards to provide assurance, commitment and continuity.
- Directorate support teams are critical to smooth operation and, with a number of vacant posts currently filled on a temporary basis, there is the ability to seek to minimise disruption amongst these teams.
- The management structure below the proposed Corporate Director of People is designed to ensure adequate and focussed capacity. Four Heads of Service will specialise and focus on (a) all areas of Education, (b) children's social services, (c) adult social services, and (d) commissioning, procurement and core client housing responsibilities.
- The Head of Culture and his division will transfer to the renamed Department for Place, avoiding distraction and overload for the Corporate Director for People, and also reinforcing and providing opportunity to develop greater synergy with other activities such as tourism, events and foreshore.
- Sound communications with departmental, council and other staff and colleagues emphasising this as a merger of two services and not a loss of one. Children will be covered by two heads of service and a shared corporate director and shared head for commissioning, whilst adults will be covered by a head of service and a shared corporate director and shared head for commissioning within an overarching common set of goals and principles.
- It is proposed that the statutory lead Members for children and for adults be maintained.

- It is proposed that the scrutiny committee arrangements be reviewed to better utilise senior staff resources and for three committees to focus on People, Place, and Corporate Services, which will also better address issues such as corporate finance matters.
- The proposals are primarily based on the building blocks of existing head of service divisions to avoid unnecessary disruption and distraction from service delivery and delivery of budget challenges.
- Staff commitment and expertise are essential to the delivery of continuing sound services. The Council has a sustained commitment to staff engagement and development. The culture of the organisation is excellent and will assist to deliver the transition to the new arrangements. However, it will be important that the proposed work programme arising from the recent Cultural Inquiry along with other work led by the Chief Executive, corporate director and the Organisational Development team are tailored to help the staff in the new department and the staff in services being transferred to cope and settle as quickly and effectively as possible.
- The Council and the affected departments and teams are in a good position and condition to cope with change. With the LGC Council of the Year recognition corporately and the external assessments and recognition of the soundness of both children's and adult services, and the acknowledgement of the council's role in educational performance there is no better time for organisational adjustment.
- Within children's services there have been a number of interim and acting-up arrangements. These changes will allow a number of interim arrangements to be replaced by permanent arrangements. Support will be provided for staff returning to substantive roles to ensure that they can perform to their best and have clear future roles. Similarly in Adult Services these proposals will allow for a current interim position to be filled on a permanent basis, all providing greater stability and focus on service delivery and improvement.
- The post carrying the statutory roles for children and adults will continue to be part of the Chief Executive's corporate management team, report directly to the Chief Executive and be accountable to Council and its committees.
- Job profiles will be adjusted as necessary as will the relevant parts of the Constitution to reflect the responsibilities and delegations of the roles.
- The structure coincides with the permanent transfer of public health functions to the Council and the strategic lead for health linking between the current Corporate Director for Adult and Community Services and the Director of Public Health.
- The role will provide a single point of contact with the independent Chair of the Local Adult and Children Safeguarding Boards.
- The changes will coincide with the new financial and performance year and responsibilities and targets for the new roles will be considered in the spring round of appraisal meetings and ratified by the performance related pay panel.

Robert Tinlin  
Chief Executive & Town Clerk

31 December 2012